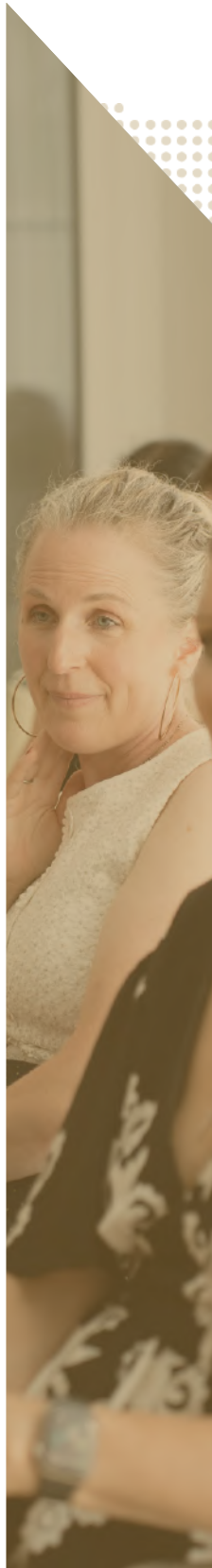
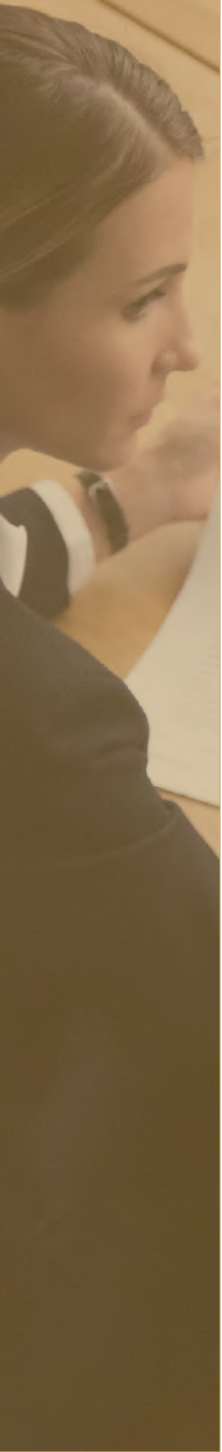


MORE WOMEN MORE PEACE

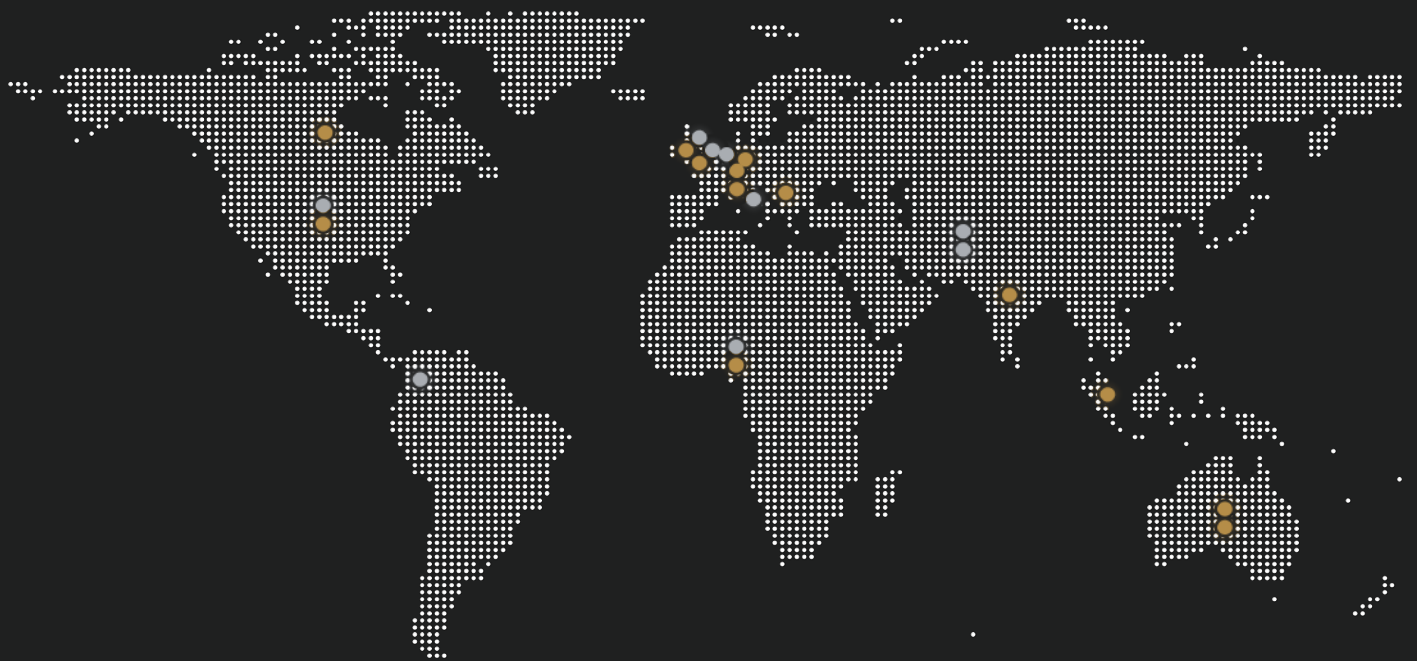
EXECUTIVE SUMMARY



2026



OUR COLLABORATORS



● Political and Peace Negotiations

Emma Sky OBE
Prof. Dr. Angelika Rettberg
Dr. Lara Scarpitta
Fatimazahra Belhirsch
Fawzia Koofi
Nazila Jamshidi
Dr. Ashleigh Huffman
Faith Kaminus
Dr. Scilla Elworthy

● Private and Business Negotiations

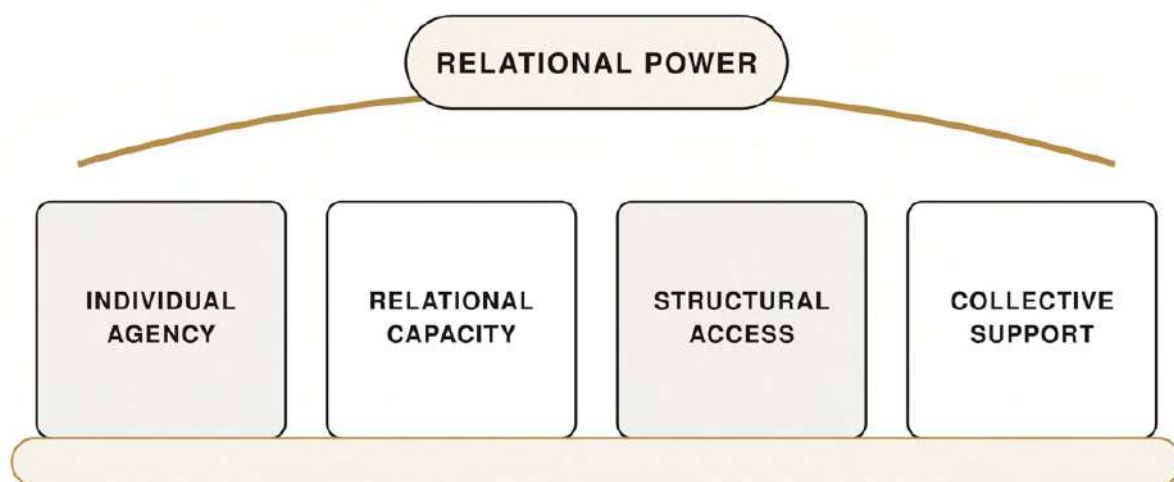
Dr. Mirjam Staub-Bisang
Ronni Kahn AO
Nina Devouge
Dr. Liane Davey
Mira Swarup
Prof. Dr. Anabel Ternès von Hattburg
Dr. Glory Edozien
Dr. Stephanie Schoss
Sam McAlister
Angela Richard
Carol Stewart
Dr. Mira Vasic
Sally Prosser

The More Women, More Peace campaign began with the simple observation that women are disproportionately affected by conflict yet remain underrepresented in the rooms where decisions about peace and security are made. Research shows that women's participation can contribute positively to the quality and durability of peace agreements. The question, therefore, is not only how more women can reach the negotiation table, but also what enables them from exercising meaningful influence.

Therefore, the Negotiation Council Geneva launched More Women, More Peace, a campaign bringing together the voices and experiences of more than 20 women from 13 countries, six continents, and across the private and public sector. The campaign was deliberately grounded in role models, bringing attention to the personal, relational and professional dimensions of negotiation that remain less visible.

An Emerging Model of Relational Power

Across the interviews, influence emerges as extending beyond formal authority. It is shaped by how negotiators lead themselves, engage with others and navigate the surrounding structures. Trust, authenticity and meaningful participation are closely connected to the relationships through which influence is exercised. These experiences form the basis of an emerging model of relational power in negotiation and peacebuilding, bridging agency, relationships, institutional conditions, and support.



The model does not suggest that women share a single approach to negotiation, nor does it treat these capabilities as inherently female. Rather, it reflects the different ways in which women exercise influence while navigating negotiation environments from which they have historically been excluded.

1. Emotional Intelligence, Trust and Authentic Presence

"Silence is the most powerful tool because silence is listening and contemplation." – Sam McAlister

Effective negotiation is rarely about dominance or the performance of authority. Interviewees instead emphasize the ability to listen, understand different perspectives, regulate emotions and build trust, particularly when interactions become difficult or unpredictable.

Listening emerges as a strategic capability that goes beyond hearing what another party says. It means paying attention to the interests, emotions, and concerns underlying stated positions, while creating space for information and reflection. Empathy and perspective-taking can help negotiators move beyond competing positions and identify a broader range of possible solutions.

The interviews also challenge the assumption that authority requires invulnerability. Authenticity and vulnerability can contribute to trust when supported by self-awareness, and strategic judgment.

Key Insight

Relational capabilities are not peripheral “soft skills”. They are strategic negotiation capabilities that shape how information is gathered, trust is developed, and constructive engagement is maintained.

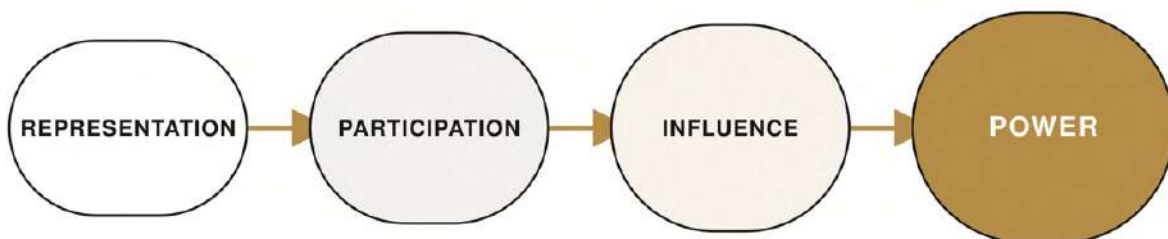
2. From Representation to Meaningful Participation

“Your job is not done once you are in the negotiation room. It only starts then.” – Fawzia Koofi

The interviews reveal a clear distinction between being present at the table and having influence at the table. Women may be formally represented, consulted through parallel processes or included within institutional structures while still having limited influence over agendas, decisions, and outcomes. Meaningful participation therefore extends beyond numerical representation.

Influence is also shaped by access to the formal and informal spaces where decisions are made. Established networks, unwritten expectations and assumptions about credibility can continue to determine who is heard, whose expertise is recognized and who gains access to positions of authority.

Education, mentorship, professional networks and opportunities to acquire experience and responsibility all contribute to sustainable representation. The campaign insights point to a progression from representation to participation, influence and power, thereby shifting the focus from bringing.



Key Insight

Inclusion cannot be reduced to a headcount. Meaningful participation requires the ability to shape agendas, decisions, and outcomes.

3. From Self-Doubt to Negotiation Power

“I will have the seat at a table and never even questioned that I shouldn’t have it.” – Dr. Mirjam Staub-Bisang

Confidence and negotiation performance emerge not as fixed personal characteristics, but as capacities developed through experience, preparation and practice, as well as shaped by the environments in which women operate.

Preparation is central to strategic self-leadership. Entering a negotiation with clarity about one's objectives, interests, red lines and position provides a foundation for remaining grounded and acting purposefully under pressure. Self-doubt may still be present, but it does not necessarily prevent effective negotiation. Agency lies in the ability to act despite uncertainty while maintaining clarity about one's position and the power structures surrounding the negotiation.

When women's authority is questioned, their voices discounted or assertiveness carries social or professional costs, the environment itself can affect how confidently they participate. Psychological safety and a sense of belonging therefore matter alongside individual preparation and self-leadership.

Key Insight

Confidence is not the absence of doubt. Strategic self-leadership is the ability to prepare, define one's position and act purposefully despite uncertainty.

4. Networks, Mentorship and Sustainable Peace

"The future is female, you can just see this rising level of really brilliant, strong women." – Emma Sky OBE

Leadership rarely emerges as an isolated individual achievement. Across the interviews, women's ability to enter, navigate and influence negotiation spaces is closely connected to the relationships and networks they build around them. Mentors, sponsors, peers, civil society organizations, women's networks, allies and intergenerational relationships can open access to opportunities and information, strengthen legitimacy and visibility.

These relationships matter beyond individual career progression. In negotiation and peacebuilding, networks can connect formal processes with civil society and affected communities, facilitate coordination between actors and allow knowledge and influence to move between the negotiation table and the wider context in which agreements must take effect. Women in positions of influence can make leadership more visible and create opportunities for others, allowing individual advancement to support broader participation and the next generation of women leaders.

Key Insight

Women's leadership becomes more transformative when individual access to influence creates pathways through which others can participate and lead.

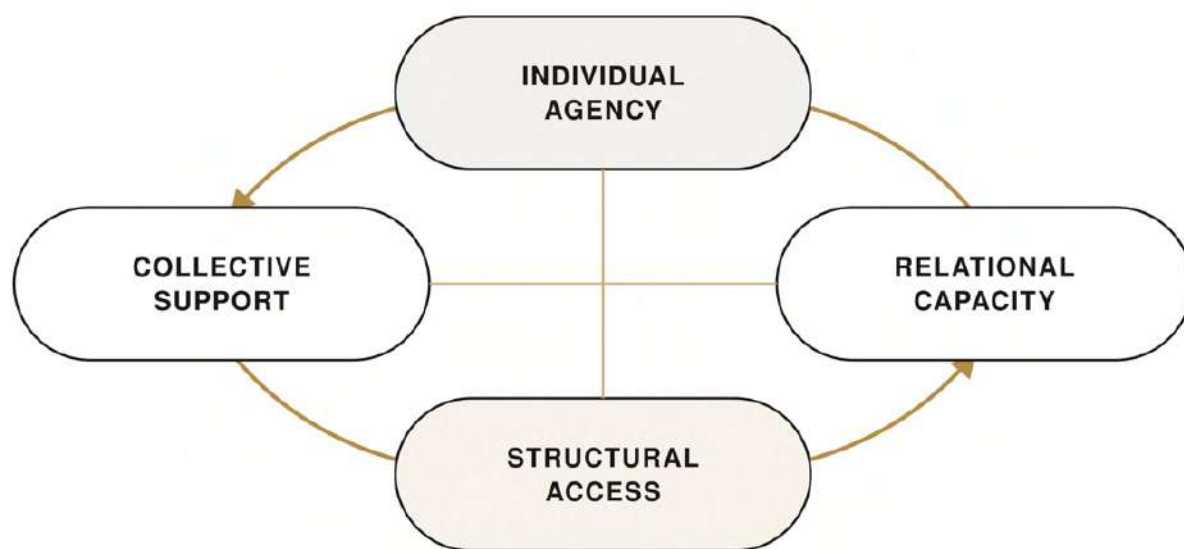
Concluding Remarks

The insights from this campaign challenge two assumptions.

First, women's contribution to negotiation cannot be reduced to qualities traditionally associated with femininity, such as empathy or care. Listening, emotional intelligence, authenticity, strategic restraint and relationship-building are negotiation capabilities that can be developed and exercised by any negotiator.

Second, women's underrepresentation cannot be addressed through individual confidence or negotiation skills alone. These capabilities matter, but the ability to exercise influence is also shaped by relationships, institutional conditions and the networks and communities that support participation.

The four themes above show that meaningful participation depends on the interaction between individual agency, relational capacity, structural access and collective support. Each dimension reinforces the others, shaping not only who enters negotiation spaces, but who is able to participate effectively and influence outcomes.



The More Women, More Peace campaign culminates during the United Nations General Assembly High-Level Week in New York in September 2026, at a moment when questions of peace, security, multilateralism, and women's participation remain urgent.

Women's participation is not an additional element of peacebuilding. It is part of the architecture of sustainable peace, for everyone. Representation without influence is not enough.



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